



PROCESS | INFRASTRUCTURE | SUPPORT | MOBILE | DATA

T R A I N I N G & C O M M U N I C A T I O N



**Inclusive.
Creative.
Transformative.**
#WeAreICT



Create raving fans through enterprise-wide process
improvement supported by technology

City of Wichita, KS

Strategic Plan FY 2019-2021

Training & Communication

VISION

Our vision is to create raving fans through enterprise-wide process improvement supported by technology.

MISSION

The mission of Information Technology is to provide the highest quality, most cutting-edge, most effective technology based services to meet and surpass the needs of all customers.

VALUES

Innovation
Reliability
Adaptability
Accessibility
Responsiveness
Excellence

INNOVATE BUSINESS PROCESSES

Definition – Apply transformation through discovery, assessment and innovation in work processes.



- 1.1. Transform or redefine business processes
- 1.2. Improve the customer experience
- 1.3. Use technology to improve the quality and performance of services
- 1.4. Determine opportunities to engage partners and citizens to improve services

MODERNIZE INFRASTRUCTURE

Definition – Apply transformation through discovery, assessment and change in work processes.



- 2.1 3-5 yr. planning documents for all systems
- 2.2 Provide technology required by Customers and business
- 2.3 Secure assets and provide for training
- 2.4 High-band spectrum, Broadband and Internet of Things (IoT)

SUPPORT THE BUSINESS

Definition – Provide exceptional service in the provisioning and maintenance of existing technology.



- 3.1 3-5 year planning documents for all systems
- 3.2 Empower the workforce through technology and training
- 3.3 Increase engagement, accountability and transparency
- 3.4 Develop processes to discover opportunity

MOBILE/MULTI-DEVICE ACCESS

Definition – Focus on the customer experience and provision the appropriate technology for successful outcomes.



- 4.1 Create “Raving Fan” experiences
- 4.2 Secure, develop, manage and provide connectivity for mobile
- 4.3 Implement the Internet of Things (IoT)

DATA & DOCUMENT MANAGEMENT

Definition – Focus on the customer experience and provision the appropriate technology for successful outcomes.



- 5.1 Manage data, information and knowledge
- 5.2 Employ data & analytics as business tools
- 5.3 Provide Open Data and Transparency to improve services
- 5.4 Train staff on sharing, managing and collaborating with content
- 5.5 Create a culture of inquiry informed by data



FROM THE MANAGER

Robert Layton

Dear Wichitans,

When I was appointed City Manager in 2009, one of my priorities was to improve the way in which our City government approached and managed innovation and technology. Our goal was to use technology in a thoughtful and deliberate way to better engage our citizens and improve how we deliver services. **We are** striving to create efficient, effective and innovative solutions to municipal challenges. To better reflect our new, innovation-focused vision of City government, we transformed the Information Technology (IT) Department and charged it with **creating** new systems and implementing new ideas to better serve the citizens of our city.

Under these new leadership paradigms our City has made significant improvements. These include modernizing our technology infrastructure to implement new methods of communication with citizens. Every day we are working hard to be **a** smarter government.

The City Council has lead the way, encouraging this innovative **culture** and we are proud of the many positive changes as a result **of** the good work already completed. We believe that government can be an incubator of **innovative** processes and we will strive to be a national trendsetter in this area. This all happens through business partnership and engagement with the community we serve. The new business environment dictates that our prior **thinking** of service delivery and process needs to be constantly evaluated.

Vision, Mission, and Values

The statements of vision, mission, and values guide the planning and implementation of the IT Strategic Plan. The Vision Statement was developed by organizational executive leadership, whereas the Mission Statement and Values Statement were developed in collaboration with the Design and Implementation Team, comprised of employees from throughout the organization.

Vision

Our vision is to create raving fans through enterprise-wide process improvement supported by technology.

Mission

The mission of Information Technology is to provide the highest quality, most cutting-edge, most effective technology based services to meet and surpass the needs of all customers.

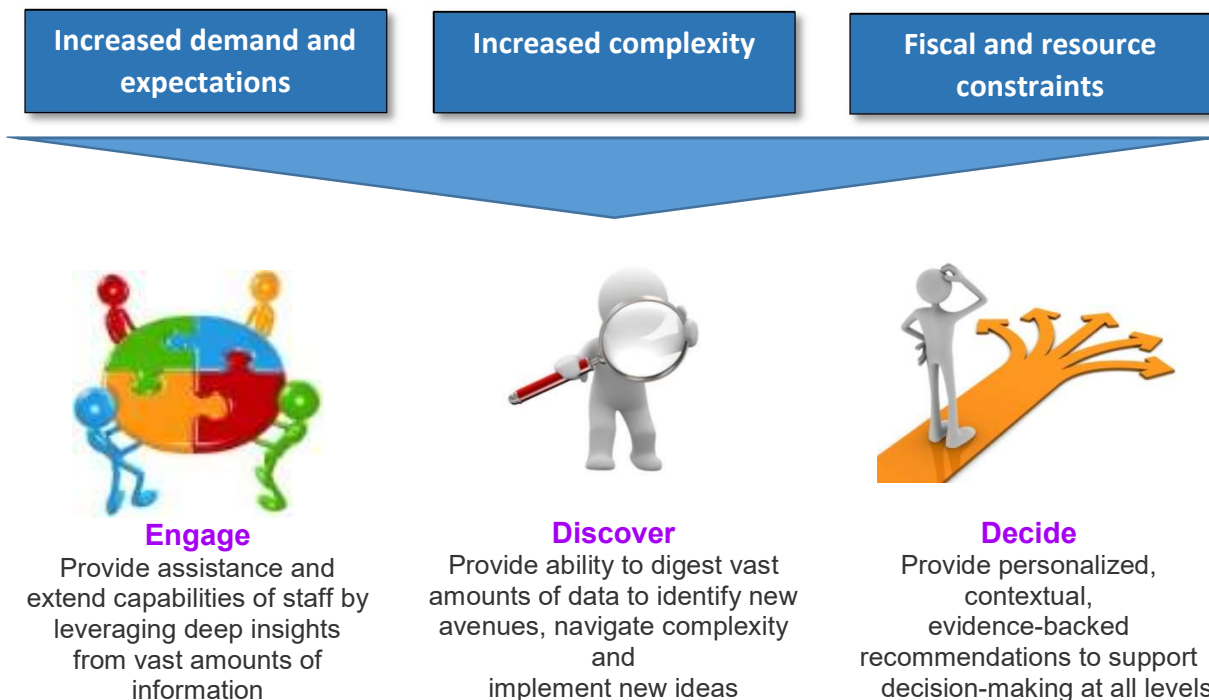
Values

Information Technology values innovation, reliability, adaptability, accessibility and responsiveness as the foundation for providing emerging technology, integrated services and an overarching commitment to excellence.



How We Work

We will transform Information Technology by benchmarking ourselves against best-in-class IT organizations, setting targets, and measuring progress. The IT Department measures internal processes, adopts best practices, and monitors innovative trends to better align technology services with City and citizens' needs. Information Technology assesses its practices, services, and staff based on a number of project outcomes, surveys and key performance indicators.



2019 INNOVATION INITIATIVES

Smart Cities Pilot: 2019 - 2020

Information Technology sits at the center of the enterprise, enabling business like never before. Siloes between departments fall away as leaders begin to understand the significance of clear, consistent communication between employees, customers and partners. An opportunity exists today to cross multiple lines of business to provide critical infrastructure through public-private partnerships. IoT infrastructure is in place that will allow us to collect data from various sensors throughout the community. We are also partnering with Educational Institutions such as Wichita State University and Friends University. These opportunities will be continue to provide value both from the student and learning perspective and from the resulting information and knowledge gained through report dissemination and project completion.

LoRaWAN (Long Range Wide Area Network), is a media access control protocol for long range, low power networks based on radio modulation technique. It is a technology that seems to offer not only the ability to connect sensors but might provide additional benefits in segmenting the traffic to allow for the capture of additional data through IoT (Internet of Things), Wi-Fi or other methods (all similar technologies will be investigated). There are also opportunities to develop parking strategies, digital way-finding, interactive kiosks and much more to assist Go Wichita with the NCAA Tournament preparation in 2021. All technology that is put in place for this event must have additional community benefit past the short time frame of the tournament.

Information Technology has partnered with the private sector in the development and deployment of this system and will take advantage of all opportunities to utilize it to the benefit of the community.

Enterprise Resource Planning (ERP): 2019 - 2020

The HR, Finance and payroll system replacement project has been funded and was officially kicked-off in September of 2016. The planned 24 month project will create significant change opportunities for the organization not only in existing business processes but also the ability to view, consume and create data displays for better business decision making. The organization's ability to provide self-service, automate processes and reassess current workflows will create extensive efficiencies throughout the organization. Streamlined payroll processes will be a major focus to obtain efficiencies within the operation of this specific function. Additional process changes will improve workflows, streamline work and dramatically improve data sharing and insights into business operations.

Insight into all associated systems will be a significant change from the existing point solutions that are over two decades old. The new ERP will retire and replace four core administrative systems with a single integrated system. Comprehensive review of processes, change management and implementation of best practices will be integrated into the software/hardware implementation.

This implementation will also provide "open checkbook" capabilities that incorporate work started in 2016 with What Works Cities around transparency and open data. This component of the new ERP will provide insight by the public into financial transactions and how the City is spending tax dollars. The new system also provides easy access to additional data for dashboards, analytics and reporting opportunities both internally and externally. IN the interim City staff have been working with Open Wichita on the development of a dashboard for citizen use.

Infrastructure: 2019 - 2020

Departments are demanding optimized, agile and highly efficient infrastructure to support new initiatives and drive organizational success. To be successful, Information Technology must focus on new projects, and spend less time on the operational minutiae that requires too many resources for limited value. In response, IT is focusing on the use of hyper-converged infrastructure that delivers a complete, "one box" solution, dramatically reduces "time to operation" and reduces infrastructure complexity. The hyper-converged integrated system built on a scale-out design will change data center infrastructure - making it simple and agile, readily implemented, and scaled for whatever this Digital Age brings.

Multiple cloud opportunities exist as well. We have already established a presence in the Microsoft Azure Cloud and are currently looking at opportunities to expand the use of that system to extend our virtual servers at lower costs. There are three desired outcomes driving the replacement, upgrade or installation of infrastructure. 1) To reduce IT human resource requirements in updating, managing and deploying technology. By achieving this objective, IT staff will be more available for project-based work efforts. 2) To ensure required connectivity is in place to provide for all project opportunities that may be presented to IT by Departments or that IT may need in the design and/or development of innovative or transformative initiatives. 3) To ensure the security of our data environment and to provide additional business capabilities within our existing network structure.

Infrastructure is an all-encompassing term. Routers, switches, software, circuits, and the wiring that it runs through are included. By providing a modern digital environment, it opens a number of prospects to provide business and work opportunities that are not possible today.

Unified Communications (UC): 2019- 2020

When it comes to today's fast-paced marketplace, phone and email are no longer a sufficient means for real-time collaboration. Instead unified communication and collaboration are crucial in providing the platform for innovation. VoIP is the foundation that brings voice and data systems together onto one network, laying a foundation for UC. Today, voice and data systems are still running on different networks even though transitions to VoIP has been occurring over the last three years. This transition to date has been determined by specific business drivers (it made fiscal or business sense to migrate the site to VoIP) or as part of an existing on-going migration plan. Information Technology staff have converted Central Maintenance Facility, Sewer Treatment 2, ASR, Housing, Transit, Cowtown, Century II, City Arts, all 4 police bureaus, all 21 fire stations and Mid America All Indian Center over the last two years. This work has been performed in-house, over time to reduce costs (at least \$200,000 in savings over doing a outsourced "flash cut-over") and provide the opportunity for required network conversions on a "as-needed: basis. This migration to VoIP will be completed over the next year.

Data & Analytics: 2019 - 2020

The challenges related to managing the ever-increasing volume of data, both structured and unstructured, continue to increase due to today's regulatory and e-discovery requirements. The City's engagement with What Works Cities has provided the foundation for open data, transparency and performance-based contracting. The City of Wichita has partnered with Wichita State University to develop a data catalog, processes for managing data and systems to utilize that data. This one year (with an option to renew for year two) partnership will create the foundation for a data driven organization. This initiative will provide business intelligence, capabilities for analytics, data sharing and exploration, public – private partnership opportunities and the development of platforms to share information with the public to engage them on specific topics like the budget, performance and service expectations.

The “open checkbook” availability through the implementation of the ERP system is another opportunity to share data in meaningful ways. Providing this and other datasets as open data will also be available for use by the public and those with more advanced skills in the use, analysis and combinations of data to create new information or knowledge. City staff will be trained on the use of existing toolsets to combine and analyze data in the same ways to arrive at meaningful business insights. These powerful toolsets will be combined with other software systems owned by the City to create reports, displays and interactive dashboards.

Customer Experience: 2019 - 2020

In an increasingly mobile world, organizations are tasked with implementing a viable mobile solution that works for businesses, their end users, and the IT organization. The challenge is to find a solution that meets the requirements of these competing constituents. The focus on this solution must take a holistic approach to customers, looking at the entire customer journey and building/buying solutions that provide the best experience.

Providing our customers the opportunity to do business with the City without coming to City Hall is one focus of improving the customer experience. Creating exceptional interfaces for interactions with customers both internal and external that provide convenience, benefit and the highest value to the organization will be targeted for implementation. All City websites, web applications and mobile applications, either purchased or developed, will be designed as responsive, adaptive or specifically for devices. Customer feedback will be continually solicited from all interfaces as an “evergreen” strategy. Public engagement will be utilized in the development process for all public-facing solutions. Implementation of an omni-channel CRM in the third quarter of 2019 will provide the “single entry” for citizens and a single source of data for decision-making, resource allocation and prioritization for the City.

Data will be used to ascertain the high and low use content from all City hosted sites and applications. This data will be used to modify interfaces, providing easier access to high-demand content.

Information Technology Infrastructure Library (ITIL): 2019 - 2020

ITIL (Information Technology Infrastructure Library) is a framework designed to standardize the selection, planning, delivery and support of IT services to a business. ITIL underpins ISO/IEC 20000, the International Service Management Standard for IT Service Management (ITSM), with the goal of improving efficiency and achieving predictable service levels. The ITIL framework enables IT to be a business service partner, rather than just back-end support. ITIL guidelines and best practices align IT actions and expenses to business needs and affords the opportunity for change as the organization grows or shifts direction.

90 % of IT staff have attended ITIL Foundation training with a majority of those also receiving ITIL Foundation Certification in ITSM. Current focus is on service design, refining the IT portfolio that includes the IT catalog containing all of the services available and service operation that include incident and problem management. Additionally, ITIL implementation is augmented in the use of the **Cherwell Service Management ITSM software solution. Delivering value requires the right balance of governance and technology to build consistent best practices in portfolio management.

** We are finding additional possible uses from Cherwell to extend the investment in both the software and the human resource/knowledge aspect. Possible uses include; internal workflow needs, CRM implementation and omni-channel integrator.

Security: 2019 - 2020

Every day another high-profile organization is the victim of a devastating cyber-attack. When big names like Target, Niemen Marcus, and Sony are being successfully infiltrated, no organization is safe. So what can companies do to prepare themselves for the increasingly sophisticated cyber threats in today's IT environment?

It's no secret that attackers have made a massive transition from targeting infrastructure to targeting people: over 90% of cyberattacks now start with an email, a social media link, or a malicious mobile app (Phishing). From ransomware (an attack that affected over 100 countries and thousands of global businesses in early 2019) to more targeted attacks, cyber adversaries rely on social engineering to get people to run their malicious code, turn over their credentials, or even directly send them information or money. According to the FBI, an average of 4,000 ransomware attacks happen per day. Today's businesses are routinely choosing to pay hefty ransoms rather than lose access to their intellectual property, patient records, credit card information, and other valuable business data. An online search for "ransomware statistics 2016" will suggest the average company loss in 2018 was 5 million. But this statistic only shows part of the picture. Ransomware is doing far greater damage to businesses.

When you factor in operational downtime after an attack, the increased staff resources needed to resolve the problem, and replacement of computer systems, ransomware is actually costing businesses more than \$75 billion per year.

The bad news is: these numbers are only going to get worse in 2019 and beyond. Simply put, targeted businesses are paying ransoms in order to avoid significant disruptions to every-day operations. This is an example of only ONE attack, our ability to protect systems will continue to be of optimal concern.

We will be in year five of a five year security plan. It will be critical that the organization continue to fund this effort at levels that provides security based on acceptable levels of risk to the organization. There are not enough resources, either human or financial, to guarantee the City will not experience an event. We can provide an organized plan, an immediate response, alternatives should an event turn catastrophic and a “risk tolerance” approach to security infrastructure. Training for all City staff of the importance of digital security will be an on-going effort. Campaigns will be created through multiple channels for staff as reminders of the importance of digital security for both work and personal environments. Security will continue to be essential for IT operations.

TRAINING: 2019 - 2020

There are many new service offerings in Office 365. When combined with the City’s SharePoint Intranet portal it creates a powerful, vibrant digital workplace for City staff. A directed approach to educate City staff on the potential within existing Office products will be an important strategic initiative in 2019 and 2020. The available digital workspace provides new ways of collaborating, saving and storing content, communicating and interacting both internally and externally. But like every technology, if knowledge of use or existence is not present, then the potential of that technology is never realized. Information Technology will partner with training staff from Human Resources to address this issue by providing a multi-faceted approach to training. Unique methods of providing this education must be explored and implemented in a diverse organization like the City.

Training is a foundational element in this plan for a reason. The importance of bringing a workforce into a modern digital age is no easy task. Our ability to successfully train City staff to incorporate existing technology to become more efficient in the work they do every day and to feel comfortable in exploring the use of technology is going to be imperative to the success of the organization. With the number of environmental changes coming in 2019 and 2020, an educated and flexible workforce will be optimal.

DISASTER RECOVERY & BUSINESS CONTINUITY: 2019 - 2020

Disaster recovery and business continuity planning are processes that help organizations prepare for, and guard against, disruptive events or future disasters, natural or otherwise, that could endanger the long-term health or the accomplishment of its mission. IT will perform a detailed review and update of its existing plans to ensure actions and events are clearly outlined and changes in infrastructure (hardware, software, and personnel) are addressed to allow for maximum recovery, resumption, and continuation of critical and ultimately normal business functions after a disruptive event.



FROM THE CIO

Michael Mayta

We are pleased to present the City of Wichita IT Department strategic update. It is forward-looking and informed by priorities identified by City departments, driven by our customers and directed by the City Manager and City Council. These initiatives chart a course to help position Wichita as a City where technology enables efficiency, service delivery, collaboration, and civic innovation.

This strategy aligns with the business departments' goals which were gathered from multiple sources: 1) Consolidation of Departmental strategies from the 2018-2019 Proposed Budget. 2) A 2018 IT services survey delivered to over 100 middle and senior management staff. 3) The 2018 IT Strategic Planning process that provided common themes with a bottom up approach. 4) An organizational review process for Department Directors to ensure alignment of the findings from the first three sources. This strategy specifies a technology foundation, services and business processes to support a viable 21st century city.

The next sections provide insight into the strategic objectives that are proposed within each pillar for the next three years. These objectives provide the “what” needs to be accomplished, the how we be managed within our existing Project Management process. A listing of business and KTLO projects are developed towards the end of each year. Based on existing resources, both human and fiscal, work plans are developed for the coming year based on a priority system. All projects will be vetted to ensure that the highest value items are prioritized effectively. For those projects that fall “below the line”, IT staff will engage with stakeholders to determine other options for completion of those projects. This will include outsourcing, software as a service, infrastructure as a service, and any other opportunity that may provide for the completion of the project.

We are **committed to** implementing the initiatives identified in this update, developing partnerships, and delivering innovation that enables the City of Wichita to succeed in the delivery of superior citizen service and **the creation of Raving Fans**.

PROCESS

- 1.1 Transform or redefine business processes
- 1.2 Improve the customer experience
- 1.3 Use technology to improve the quality and performance of services
- 1.5 Determine opportunities to engage partners and citizens to improve services

"Digital transformation, think of it as a reboot of your organization's operating model."

Strategies

2019:

- ✓ Increase the availability of self-service systems for citizens and business partners that provide value, convenience and an exceptional customer experience.
- ✓ Engage with HR to develop/implement an effective training plan for understanding process, breaking down work effort and managing and accepting change.
- ✓ Train Managers on lean concepts and promote implementation and experimentation.
- ✓ Continue to define the intake and discovery process for technology projects and ideas.
- ✓ Provide training opportunities on data, analytics and the available tools.
- ✓ Provide communication and learning opportunities for all staff on the new ERP system.
- ✓ Continue process training, breaking down work effort, lean concepts, managing and accepting change (change management).
- ✓ Continue training on data, analytics and existing tools for business insight and decision making.






2020:

- ✓ Provide advanced training on data, analytics and existing tools for business insight and decision making.
- ✓ Provide innovation spaces with human support services within the new Library.
- ✓ Provide more self-service opportunities for staff to experiment, learn and get hands-on experience with technology.
- ✓ Expand the knowledge base of all City staff around the importance of process and systematic review for improvement and change.

Desired Outcomes:

- ✓ Effectively expand the reach of IT through education and training.
- ✓ Identify and replace inefficient or ineffective processes.
- ✓ Prepare the organization for the ERP implementation and massive change in 2019.
- ✓ Train and prepare the organization for more effective use of data and existing toolsets.
- ✓ Utilize existing tools and data for better business decision making.
- ✓ Provide spaces (new Library) where technology and innovation can be explored.
- ✓ Move towards digital transformation.
- ✓ Ingrain process review within all City work efforts.
- ✓ Become a workplace that relies on data and analytics.
- ✓ Promote technology proficiency and access in all layers of the organization.
- ✓ Change the organizational view of work.
- ✓ Embrace smart risk and be accepting of smart failures.

MEASURED OUTCOMES

		TARGET	2017	2018	2019	2020
	At least one staff member is trained and capable of analytics per Dept.	16	3	3		
	Increase technology training	3.5%	N/A	N/A	N/A	
	All IT business projects are delivered on-time & on-budget	100%				
 2 %	Increase self-service transactions by 2% annually	*BL + 2%	412,680 1.54%			
 5 %	Increase idea submission tickets by staff annually	**BL + 5%				

* baseline 2015 = 406,421

** baseline 2016 = \$TBD, 117

INFRASTRUCTURE

- 2.1 3-5 year planning documents for all systems
- 2.2 Provide for the flexibility required by Customers and business
- 2.3 Secure assets and provide for training
- 2.4 High-band spectrum, Broadband, 5G wireless and IoT

Strategies:

2019:

- ✓ Decision on FirstNet for Public Safety mobile connectivity.
- ✓ We will be exceptional at Keep the Lights on (KTLO).
- ✓ We will push training, mentoring and hands-on to employ data & analytics as business tools.
- ✓ Replace wiring to cat 6e (City Hall).
- ✓ Provide infrastructure to allow for Voice over IP and prepare for Unified Communications.
- ✓ Implement technology to support digital security insights.
- ✓ City Hall inside Plant and Access Layer Refresh.
- ✓ Router & Switch Central Mgmt.
- ✓ Obtain IPV4, IPV6 Address Space.
- ✓ Internet Edge Re-Design.
- ✓ IPV6 Edge Design and Implementation.
- ✓ City DHCP, Domain Name Services and IPAM (IP address manager).
- ✓ Information Technology Transformation Strategy.
- ✓ Nafzger Park WiFi.
- ✓ City Hall WiFi.
- ✓ Finish replacing remaining Centrex lines at outlying locations.
- ✓ Provide access and mobility support for the new ERP.
- ✓ Develop measures for WiFi remote systems.
- ✓ Migration to Windows 10.
- ✓ Create digital video strategies that put UCC to work to achieve business outcomes.
- ✓ Emergency Site/SCADA Reliability Improvement.
 - Network reliability is a key problem for sites that provide emergency services, specifically the Fire Department. Important systems that provide critical functions to first responders have been disrupted, which presents a life/safety issue.
- ✓ Centralized Firewall Management.
 - Centralize management for the current Adaptive Security Appliance (ASA) deployment to reduce operational costs and IT overhead.

- ✓ IPV6 Dual Stack Design and Implementation.
- ✓ Data Center Software Defined Network (SDN) Implementation.
 - Migrate the Data Center solution to a model that leverages Software Defined Networking to reduce administration overhead, increase application delivery speed, and enhance service delivery.
- ✓ Unified Communication and Collaboration (UCC) Architectural Review and Assessment.
 - Perform an analysis to review the current telephony/unified communication solution, determine if it is still a strategic fit, and develop plans for updating or replacing the existing solution.
- ✓ Fiber Distribution Design and Implementation at CMF.
- ✓ IP conversion for City Hall.
- ✓ Select high value locations to connect to Municipal fiber within the fiscal constraints.
- ✓ Implement a strategic fiber conduit map in conjunction with planned construction efforts.
- ✓ Implement a LoRaWAN for City and shared use.






2020:

- ✓ Provide access and mobility - extend capabilities of the ERP.
- ✓ Provide infrastructure support, new Record Management System (RMS), Public Safety.
- ✓ Create digital video strategies that put UCC to work to achieve business outcomes.
- ✓ Campus Network Management and Campus Software Defined Network (SDN).
 - Software Defined Networking for the non-Data Center network is available at the time of this report, but has not reached an acceptable maturity level. Industry reports suggest that this technology will mature within the next 1 - 2 years. This technology will drive a major reduction in operating costs, speed up service delivery, and enhance network performance. Some components of previous projects may have SDN elements in them.
- ✓ Performs Access layer refreshes at those locations where it is required.
- ✓ Access layer refresh at CMF, Water Distribution, Sewer Maintenance, and Park Maintenance inside plant.
- ✓ All other un-identified WAN site inside plant and Access layer refresh.
- ✓ Complete IP conversion in City Hall.
- ✓ Implement a strategic fiber conduit map

Desired Outcomes:

- ✓ Hyper-converged software will reduce support (KTLO) requirements.
- ✓ Improvement of data access for field officers.
- ✓ Reduction of space requirements for technology within Police vehicles.
- ✓ Support software for security and operational benefit.
- ✓ Extend the value of the ERP system.
- ✓ Provide a single functional low-cost system to connect all external systems and devices.
- ✓ Provide internal infrastructure to increase speed and unified communication capabilities.
- ✓ Utilize existing tools and data for better business decision making.
- ✓ Provide opportunities for flexibility and additional functionality for Call Center staff.

MEASURED OUTCOMES

		TARGET	2017	2018	2019	2020
	Successful security implementation, no systems unavailable or compromised	0%	0%	0%		
3% 	ICMA survey -Customer satisfaction – network system performance	95%	72%	71%		
5% 	Increased connectivity for external City devices, traffic signals, IoT, WiFi	*BL + 5%				
3% 	Info-Tech survey - Satisfaction with Core IT Services	**BL + 3%	76%			
2% 	Increase in Project Resource availability	***BL +2%	9,816			

* baseline 2016 = # of connected devices

** baseline 2016 = 68%

*** baseline 2016 = 9,816 staff hrs.

SUPPORT

- 3.1 Reduce keep the lights on (KTLO) requirements
- 3.2 Empower the workforce through technology and training
- 3.3 Increase engagement, accountability and transparency
- 3.4 Develop processes to discover opportunity

Strategies:

2019:

- ✓ Focus on creating excellence in the customer experience (Raving Fans).
- ✓ Utilize strategic outsourcing when data indicates it is the best fiscal and operational solution.
- ✓ Create partnerships for crowdsourcing or outsourcing of specific requirements.
- ✓ Empower a technical workforce.
- ✓ Be accountable and transparent in all Information Technology (IT) projects, spending and billing.
- ✓ Employ data and analytics as business tools and implement data decisions in all projects.
- ✓ Review of IT activities to implement technology, strategically outsource work or implement technology that provides the reallocation of resources: Increase business projects (20%) Reduce KTLO (80%).
- ✓ Cross train IT staff to ensure business continuity.
- ✓ Provide support in the design and construction of the new Water Treatment Plant.
- ✓ Provide support in the design and construction of the Baseball Stadium.
- ✓ Upgrade systems to provide additional capabilities or to address specific deficiencies.
- ✓ Create an opportunity for a “single view of our customer” for support and analytics.
- ✓ Support the local tech community with time, human and fiscal resources.
- ✓ Provide a single input source to capture customer requests.
- ✓ Review open source options for new or replacement systems.
- ✓ Develop and provide toolsets for staff for data discovery and analytics.
- ✓ Provide business insights for management on customer and performance data.
- ✓ Provide input mechanisms for all City staff for data entry into the ERP system.
- ✓ Develop environments for insight into data from the ERP system with business benefit.

2020:








- ✓ Utilize strategic outsourcing when data and research indicates it is the best fiscal and operational solution.
- ✓ Develop environments for insight into data from the ERP system with business benefit.
- ✓ Develop dashboard opportunities for insight into customer data.
- ✓ Empower a technical workforce.
- ✓ Support the local tech community with time, human and fiscal resources.
- ✓ Provide support in the design and construction of the new Water Treatment Plant.

- ✓ Provide support in the design and construction of the Baseball Stadium.
- ✓ Pilot and research the deployment of 5G.
- ✓ Explore narrowband technologies.
- ✓ Deploy WiFi 6.
- ✓ Partner with KDOT on fiber sharing.
- ✓ Deploy fiber down Douglas for smart city pilots.
- ✓ Find partners for fiber sharing options.

Desired Results:

- ✓ Use data to provide a holistic view of our customers.
- ✓ Engage the local tech community to provide better solutions for customers.
- ✓ Support the systems that allow for data discovery.
- ✓ Reduction of KTLO and more resources directed towards R&D and project work.
- ✓ Successful implementation and utilization of the ERP system.
- ✓ Creation of Raving Fans.
- ✓ Exceptional user experiences for business intelligence and business analytics.
- ✓ Improve the availability of required technology.

MEASURED OUTCOMES

		TARGET	2017	2018	2019	2020
	MS Office system availability 99.9%.	99.9%	99.9%	99.99%		
	Successful security implementation, no systems unavailable or compromised	0%	0%	0%		
 3%	ICMA-Overall IT Customer satisfaction rating -	95%	81%	79%		
 3%	ICMA-IT Service Desk Customer satisfaction rating -	95%	85%	83%		
 3%	Reduction of KTLO required hours as a % of total	70%	80%	80%		
 3%	Info-Tech - IT Employee Engagement Program rating -	*BL + 3%				
 3%	Info-Tech – City Mgmt. IT satisfaction scorecard	95%				

* baseline 2016 survey = Overall employee engagement %

MOBILE

- 4.1 Create “Raving Fans” experiences for all customers
- 4.2 Secure, develop, manage and provide connectivity for mobile environments
- 4.3 Implement the Internet of Things (IoT)

It is important to understand how our customers use new technology, not the technology they chose to use

Strategies:

2019:

- ✓ Expand the opportunities for a mobile workforce and the connectivity expectations of customers within City facilities.
- ✓ Continue to implement Infrastructure, policy and security for mobile.
- ✓ Provide reliable connectivity to CAD 911 and remove outdated equipment.
- ✓ Provide Officers with better access to information in a mobile environment where business needs are identified.
- ✓ Provide WiFi access where business needs are identified.
- ✓ Develop a strategy for connecting all external systems and provide for IoT.
- ✓ Optimize all customer channels for mobile.
- ✓ Review Open source opportunities for all new or replacement projects.
- ✓ Focus on the customer experience.
- ✓ Implement two-factor authentication.
- ✓ Provide field access to all required data in appropriate device formats.
- ✓ Develop, share or purchase applications that benefit citizens.
- ✓ Develop, share or purchase applications that benefit staff.






2020:

- ✓ Focus on the customer experience.
- ✓ Continue to implement infrastructure, policy and security for mobile.
- ✓ Optimize all customer channels for mobile.
- ✓ Prepare and provide for IoT.
- ✓ Provide field access to all required data in appropriate device formats.
- ✓ Provide field access to all required data in appropriate device formats.
- ✓ Develop, share or purchase applications that benefit citizens.
- ✓ Develop, share or purchase applications that benefit staff.
- ✓ Research AI for chat bots and other mobile usage.
- ✓ Research verbal interfaces.

Desired Results:

- ✓ Exceptional customer mobile experiences.
- ✓ Access anyplace, anytime on any device for City staff.
- ✓ All digital channels are mobile-enabled.
- ✓ Infrastructure for all data sources (IoT) and provide real-time connectivity.
- ✓ Infrastructure that services pilot projects that rely on wireless connectivity.
- ✓ Access for customers with preference for mobile connection.
- ✓ Increased efficiency for City staff.
- ✓ Provide new opportunities for service delivery.

MEASURED OUTCOMES

		TARGET	2017	2018	2019	2020
	All public interfaces are responsive and available on common devices	100%	100%			
5% 	Reduction in staff time for field operations by using mobile	* BL + 5%	N/A			
5% 	Increase visits to Wichita.gov from mobile devices annually	70%	N/A			
5% 	Increase the number of work-orders submitted through mobile apps	** BL + 5%	N/A			
5% 	Mobile users customer satisfaction ratings from immediate feedback	95%	N/A	N/A		

* baseline 2016 = work hours saved

** baseline 2016 = # of work orders submitted



DATA

- 5.1 Manage data, information and knowledge
- 5.2 Employ data & analytics as business tools
- 5.3 Provide Open Data and Transparency to improve services
- 5.4 Train staff on sharing, managing and collaborating with content
- 5.5 Create a culture of inquiry informed by data

Strategies:

2019:

- ✓ Expand the use and training of MS Excel; specifically power view, power pivot and MS BI.
- ✓ Gain understanding of data and our ability to operate more effectively by using it in business decisions.
- ✓ IT implemented a process to survey, discuss and collect business needs on both a short-term (1-3 years) and long-term basis from all departments. The results of this discovery provide the materials for the project planning process and the groundwork for future roadmap development.
- ✓ Utilize existing data for organizational benefit.
- ✓ Utilize our Customer Relationship Management (CRM) system for customer analytics.
- ✓ Provide digital access to training.
- ✓ Open data to provide access and transparency.
- ✓ Engage civic groups on data access and availability.
- ✓ Provide for infrastructure requirements of big data and analytics.
- ✓ Extend the use, deployment and education of data and tools available to improve value and speed time to business insight.
- ✓ Provide powerful self-service Business Intelligence (BI) tools to customers, examples of use and self-training opportunities.
- ✓ Continue WWC efforts by expanding data-sets availability in the Open Data Portal based on customer demand and best practices from other WWC Cities.
- ✓ Provide training opportunities geared towards data science.






2020:

- ✓ Extend the use, deployment and education of data and tools available to improve business value and speed time to insight.
- ✓ Provide self-service BI tools to customers, examples of use and self-training opportunities.
- ✓ Continue WWC efforts by expanding data-sets availability in the Open Data Portal based on customer demand and best practices from other WWC Cities.
- ✓ Achieve What Works City (WWC) certification.
- ✓ Build a customer focused digital strategy starts by analyzing data.

Desired Results:

- ✓ Provide effective and efficient communication with the customer.
- ✓ Engaged civic hackers provide crowdsourced applications.
- ✓ A more informed public.
- ✓ A more engaged public.
- ✓ Actionable data of customer requests and concerns (using data to understand customer issues).
- ✓ A complete view of our customer based on data.
- ✓ More informed business decisions based on data and analytics.
- ✓ Departmental staff capabilities in accessing and analyzing business data.
- ✓ Departmental staff capabilities in developing dashboards and display systems.
- ✓ More capable City staff on data utilization.

MEASURED OUTCOMES

		TARGET	2017	2018	2019	2020
	Number of data-sets available in the open data portal	100	52	70		
	Public work order submissions	500				
5 % 	Increase Page views of all internal portal dashboard sites	* BL +5%				
	Publish all data sets that are defined as important by the Open Data Comm.	100%				
3 % 	Reduction in manual KORA work effort for City staff	** BL - 3%				

* baseline 2016 = # of page views

** baseline 2016 = # of hours saved

TRAINING:

Developing support groups within departments is another means to improve the use of information technology. As power users are identified by departments, IT will assist with appropriate additional training opportunities and permission levels to support them.

- Power User: is a user of a personal computer who has the ability to use advanced features of programs which are beyond the abilities of "normal" users, but is not necessarily capable of programming and system administration.
- Subject Matter Experts: is a person who is an expert in a particular area (a business process expert in water Utilities, for example).

Strategies:

- ✓ Focus on cultural transformation & innovation, through direct and in-direct training.
- ✓ Focus on training all staff in the use of existing tools.
- ✓ Develop "super-users" in departments to expand IT reach without additional staff.
- ✓ Develop partnerships with HR training staff in program development and offering.
- ✓ Provide self-service training and ensure that all staff have access.
- ✓ Engage the workforce to ensure training is delivered to the right people in the correct format.
- ✓ Develop a culture that accepts "smart failures".

Desired Results:

- ✓ City staff become more engaged in technology.
- ✓ Better utilize software already owned by the City.
- ✓ Expand Information Technology without adding staff.
- ✓ Leverage existing technology.
- ✓ Extend the benefits of Open data.
- ✓ Create business intelligence from data created in existing systems.
- ✓ Understand the power of analytics.
- ✓ Make more staff aware of the potential of new technology.
- ✓ Encourage experimentation and innovation.
- ✓ Initiate more efficient work processes.
- ✓ Develop a more engaged workforce.
- ✓ Make business decisions based on data.
- ✓ Remove the digital divide within City staff.

COMMUNICATION:

Strategies:

- ✓ Focus on cultural transformation & innovation, through direct and in-direct training.
- ✓ Focus on communicating to all staff of the possibilities of existing tools.
- ✓ Develop “super-users” in departments to expand IT reach without additional staff.
- ✓ Utilize surveys to obtain actionable data.
- ✓ Target selected channels to provide audience appropriate messaging.
- ✓ Use data to understand our customers.
- ✓ Modify our communication and channels based on data.
- ✓ Utilize analytics for decisions on communication.
- ✓ Engage all stakeholders where it is feasible to do so.

Desired Results:

- ✓ City staff become more informed about technology.
- ✓ Expand Information Technology without adding staff.
- ✓ Citizens become more informed about City finances, performance, crime and social issues.
- ✓ More opportunities are available to engage the public.
- ✓ More opportunities are provided to engage City staff.
- ✓ Create more learning opportunities through enhanced communication.
- ✓ Create a common understanding that communication is a key component to managing change.



Connecting people, not completing projects,
is the great challenge of leadership.

Tactical Work Projects 2019: ➡63 – KTLO (Keep The Lights On)

Strategy: As a primary internally-focused technology strategy, IT will implement technology to maintain system availability, security, reduce cost and create new opportunities for service delivery.

1	Windows 10	Stay current with Operating Systems
2	Airport Systems	Required support of new Airport systems
3	DR and BC revision and testing	About 14K per year for increase in DR and EC
4	VOIP Conversion	A multi-year conversion away from copper and POT networks
5	Internet Edge	Replacement of CH network equipment and of non-supported devices
6	Replace 2003 Servers	A MAJOR concern for security, these servers MUST BE removed
7	Replace WFD Field Laptops	Required laptop replacement
8	Applied Data (WSU, Training, Analytics, BI)	Baseline use in 2018, implement training and compare use
9	Airport Old Terminal Demo/Renovation	Demo the old terminal and move the data Center. 4/29/19 - Change from Q1 to Q4 because occupancy will not occur until then due to west-end build out and construction continuing.
10	Water Treatment network replacement	Wide Ranging Multi-Year Project to improve connectivity to all water treatment locations
11	CAT6A Upgrade	replacing cabling for higher throughput - network enhancement
12	BOE Upgrade	15K to upgrade existing systems - reporting services. 4/29/19 Changed from Q1 to Q4 because it should have originally been Q4 as due date.
13	New Video Docket Equipment - Completed	Video dockets between the jail and municipal Court
14	KBI Upgrade / Firewalls	Mandated by FBI in securing public safety data
15	UPS replacement	Current equipment is sub-optimal and needs to be replaced. 5/8/19 team is awaiting an outside engineering review of the technical specifications By PEC.
16	Softphones Implementation - sub to VOIP Conversion	Requirements for Softphone functionality (dependent on network QOS completion)
17	ITIL - Service Catalog Phase 2 Implementation	Creation of a customer user-interface in Cherwell that customers can use to request IT services and definition of backend processes to execute the required functions when fulfilling those service requests.
18	Fiber Ring Design	acquire fiber infrastructure through various means; partnerships,
19	External Website Protocol upgrade - secure	Implement HTTP Secure (HTTPS) for all websites - best practice for secure communication
20	Migration from Open DNS to Firewall Filtering Library	Implement a more cost effective method for Library required Internet Content filtering

21	Water Utilities Website upgrade V4	Replace user interface, add functionality and make responsive
22	Smart City Planning	Creation of Simple SC Roadmap, ICT Street-smart Plan, and how SC/IoT is going to affect Network Utilization.
23	GIS Fire MobileView	Replace MobileView from older VB6 app to web application on Fire Laptops. 4/24/19 - Working on recreating Fire MobileView due to corruption. Move from Q1 to Q2
24	GIS Internal Viewer HTML5 Upgrade - Completed	Replace existing Silverlight viewer to HTML5
25	GIS GeoCortex Analytics	Respond to Analytics results
26	GIS DB Migration of Servers to MSSQL2017 - Completed	Move DB servers from Server 2012 and MSSQL2012 to Server 2016 and MSSQL2017. Move from Q1 to Q2
27	GIS GeoEvent Migration- Completed	Move GeoEvent to 2016 Server and AGS 10.6.1
28	Stormwater Upgrade	Replace failing equipment both Linus and Window computers. Reference Idea 1878
29	Cyberlocks -CII	This is not an IT supported service. Found a vendor that can provide a hosted solution. Will require coordinating with the vendor and with network on the firewall access to the PC. 4/29/19 - waiting on the vendor for plan
30	Unplanned Events	Network repairs when outages/interruptions occur
31	Lucity upgrade	Annual upgrade
32	IT Pipes Upgrade	Assisting with the building of the IT Pipes global server. Dependency is Lucity upgrade. Moving from Q1 to Q2
33	SCADA WT Switch	WT switch replacement due to the cabling and switches are at its end of life. 4/29/19 - This project is dependent on PW Water treatment network replacement, which is due in Q2.
34	Upgrade Citrix	Replacing Citrix. 5/2/19 - changed the name to upgrade citrix - moving from XA7.6 to CVAD 7.15. Updated from Q1 to Q2
35	Library Fiber Cutover- Completed	Network team will work on the re-design with Cox for fiber at Library. This project was originally on hold but now that the core has been done, this can move forward. Randy is involved but Dean and Hawk are the drivers on this
36	HR ID Printer and Camera Replacement - Completed	Sandifer will be replacing camera and printer and updating the software (IDWorks)

37	Cowtown Alvarion Wireless Equipment	Replacing wireless equipment that is at it's end of life
38	Transit Fleet Network Upgrade	This will include Phase 2 of Farebox Implementation, new routers to be installed in all buses, reduce number on-board networks and re-design the IP Network. Possibility of migrating Transit's fleet from AT&T to T-Mobile.
39	Paratransit Van Upgrade	Routers to be available by the end of February. 5/3/19 upgrade has been postponed because did not get everything working on the VPN/configuration of the modems. After analyst sends modem and SIMS to Avail, will get new install date. Hopefully later in May.
40	Airport New Terminal DAS Project - completed	Enhance the City Portal for additional staff capability
41	Airport 10 year CIP Replacement Plan	Vendor to conduct study and prepare plan
42	Cherwell Enhancements	Mobile device, Development team will assist to get on DMZ server after it meets security needs; Document to be created to set out of office;; API will be created to have out of office work with Office 365
43	Advanced Authentication	Two factor authentication
44	Wombat Training	Annual long training to educate City users
45	WAMPO Transition	WAMPO staff moving over to Sedgwick County
46	Web Application Firewall Replacement	Replacement of firewall
47	Payroll Year End	Payroll for year end 2018 and beginning of 2019
48	Public Works Tablets	Tablets for real time work order tracking for Sewage Treatment, Sewer Maintenance, Water Production and Water Distribution divisions
49	CIS Infinity Upgrade- Build 56	CIS Infinity application upgrade from Build 54 to Build 56
50	LicenseTrack Upgrade	Upgrade will also include the Cashier Upgrade- installation, testing, implementation
51	Re-write Fire Transfer processes	Completion of the re-write of CAD for fire alerting. Moved due date from Q1 2019 to Q1 2020 because we have a dependency on County's replacement of Firehouse CAD. Currently there is no ETA from County.
52	Re-write of Laserfiche Bridge Software	Logging to be built in and error checking to be worked on

53	Bomgar Security Remote Access (SCADA)	Additional module for SCADA. 4/29/19 - delayed by approval from COW IT Security on Advanced Authentication. Will require new contract and procurement for additional module.
54	Transit Avail Exceptions	Avail Exceptions-after farebox implementation hours for this project should go down.
55	Unified Communications	Blend of VoIP and other services/products in support of conference room technology.
56	Vendor Agreement Process Automation - Completed	Automate vendor agreement process. Part 2 is write webservice to send meta data to Cherwell for automatic ticket creation
57	Upgrade Airport Server Memory	Upgrade RAM all four Dell Power Edge servers from the current capacity of 128 GB to at least 512GB per server 4/29/19 - Changed from Q1 to Q2, waiting on new power supplies to arrive. Will need Todd assist when supplies arrive.
58	Community Event Applications/Permits	Replace the PDF on the A&C webpage and create Laserfiche form with the appropriate workflow for each event to eliminate the need for LicenseTrak software for this use only
59	Quick Print Order Form	Create internal Quick Print Order Form and develop process
60	Airport Upgrade Audio Visual Suite	
61	Airport Airfield Lighting Control Server	
62	Dell Hardware RFP	Complete the RFP – select a Vendor
63	OSCC- OpenScape Contact Center Upgrade	

*** Completed**

Tactical Work Projects 2019: ➡66 – New Business Projects Presented (not approved)

Strategy: To create innovative solutions for the business units and the citizens of Wichita. Information technology must provide operational efficiency, and the most effective service at the lowest cost to support the city council, city manager and departments in achieving their mission.

1	ERP - Finance	Business process enhancement, improvement, replacement Finance system
2	ERP - Payroll-HR	Business process enhancement, improvement, replacement of HR and Payroll
3	RMS - Police	Business process enhancement, improvement, replacement of records management system in Police
4	RMS - Court	Business process enhancement, improvement, replacement of records management system in Court
5	POC - Parking Garages - available parking / Mobile Payments	Using IoT to supplement parking
6	POC Traffic Synchronization	K15 is using different networking equipment and is intended to prove that a system selected for a city arterial will work for a highway
7	Traffic Systems Implementation	Traffic systems are end-of-life and need replaced - PW&U partnership
8	NW Water Treatment Plant	Design and configuration of facilities and networks to and for the new water treatment facility
9	Farebox - Implementation	Replace end-of-life fare boxes on buses in transit
10	City Security Camera	Continued implementation enterprise security and surveillance solutions at all facilities
11	Fire - Fire Alert Network	To enhance connectivity, reduce operating costs to Fire Stations 1 - 22
12	POC - WILL Hotspots at Atwater/Colvin -	Provide 40 hot spots from T-Mobile for check out to citizens - collect data - digital divide
13	Firehouse / Info Mgmt. Systems	Fire request to replace Firehouse software for process improvement
14	POC - AVL (auto vehicle locator)RFP/ Implementation	Potential for significant dollar savings in costs = \$100k + in operational and 200K + in soft savings. POC/RFP was completed. GIS team is now working on implementation
15	Elite Replacement RFP (Housing)	Housing has requested the replacement of this software
16	POC - Gun Shot detection - Phase I/II	Phase 2 - revision of device size, test for AI/ML for shots, accurate location, directionality, and integration to MCT and Command Room
17	Gun Shot detection - Phase III	Phase 3 is production, ramp up, deployment. Cross training will also be part of this phase
18	POC Dark Fiber or PDN Acquisition	Planning, partnering and acquiring fiber where it is strategically advantageous to the city

19	WPD Camera Trailer - Cancelled	Public Safety enhancement. 5/2/19 - Shauna Dickman said this did not get funded through TIPS grant.
20	5g Planning and Deployment	Working with Vendors to prepare for 5G deployment and use-cases
21	E-Citations - Sub to Police RMS	On new and existing tech, existing or future work efforts
22	City Hall Parking Implementation	Provide network connectivity for City Hall parking lots and garage (extending to Rounds & Porter)
23	Replace MVRS with FCS	Moving Vehicle Reading System (MVRS) meter reading technology with Field collection System (FCS)
24	Online Business Lic. II	Continued implementation of online renewal of BL for improved customer experience
25	FirstNet Transition/Implementation	AT&T costs are 58 per device per month we pay 19.95 now. It is not feasible at this time to move to Firstnet
26	Enterprise Class Management/POS Implementation	Request for new class scheduling software current SW is not effective and expensive
27	6th Floor Move to Rounds & Porter	Police Lab move to Rounds & Porter, 2.5 in CIP, will need to connect with fiber
28	New Baseball Stadium	Infrastructure planning and design assistance in technology implementation
29	Naftzger WiFi	Design Fiber Ring solution to maximize the use of the WAMPO fiber project; VIP mandate and listed separately from 1st priority City WiFi Project
30	Revision City/County Wireless Master Plan	Take small cell deployment into consideration
31	Boards and Commissions -	Search for technology to improve the process of signing up, monitoring and communicating
32	WPD Riverview Move -	Police move to old Housing location on Riverview, wiring, drops, Wi-Fi
33	Online Citizen -Sub to Police RMS	Citizens to report online for non-emergency - approved as part of Council Niche presentation
34	4th floor move - for Police admin. services-	All moves, changes drops or wiring (6e) to the 4th floor
35	City Audio Visual	Design and implementation of conference, training and meeting rooms
36	WPD ruggedized tablet / security additions	Tablets for motorcycle and bicycle use - Police Department. Being mobile creates KCJIS issues in securing the data and the devices; This is a dependent on Two Factor Authentication project

37	CRM Expansion Phase I - Mobile web	Finish mobile web UI, make decision on the function of the two sites (AccessWichita and Wichita.gov), penetration testing 5/1/19 Marketing campaign is May 22nd, hard launch follows. Project rolled due to additional scope, changed from Q1 to Q2.
38	CRM Expansion Phase II - Dashboards	Data distribution to Council and DH on issues reported through the new 311 system in conjunction with WSU Data partnership
39	Wichita.gov Redesign Implementation	Continued implementation of online options for improved customer experience
40	Pilot Call Center - technical need for remote workers	Business Continuity for Call Center and preparation for remote site workers
41	Replace Quartermaster - Sub to Police RMS	Integrate with new Police Records Management System. May need to go out for RFP
42	Transit New Digital Signs	Installing 2 new digital signs in the bus shelters, required electrical and cellular service
43	Centralized Graffiti-	PW and Park and Rec are tasked with implementing a centralized graffiti removal team proposed by the Budget Office as it's part of the ZBB
44	Cyber Insurance/Incident response	Update Data Breach Incident Response Plan to accommodate Cyber Insurance changes 4/29/19 - KN stated Finance did not finalize the insurance product until April. And there are additional deliverables. Moving from Q1 to Q2.
45	City Facilities Wi-Fi (1st priority locations)	Requests by Departments to provide Wi-Fi access for various business purposes
46	AudienceView - POS	POS Devices (handhelds) needing to be configured. Training, Testing and deployment. Scope to be clarified once again
47	Multifunction Printing Device RFP/Implementation-	In RFP stage for new contract on multifunctioning printing devices
48	Records Management Assessment -	3rd Party vendor to do assessment
49	Enterprise Microsoft Agreement -	Microsoft agreement expires June 30, 2019
50	Farm Card Enhancements -	Recoding of a window service. 4/29/19 - Coding has been made, waiting on SG County. Moved from Q1 to Q2.
51	WSCCAP Database (Housing)-	Wichita Sedgwick County Community Action Partnership database - required for auditing
52	POC Microtransit Pilot	Company to do study and look at two months data on areas that are not served

53	POC Autonomous Bus Pilot	Plan for pilot involves purchasing or leasing 2 autonomous vehicles for either a 2 week or upto 6 month period
54	Traffic Systems People Counter-	People counter software and sensor for City Arts
55	RFQ - Network Services	RFQ needed for Network Services. 4/30/19 - Other priority projects such as People counter, changed from Q1 to Q2.
56	Cabling/Wiring RFP - Cancelled	RFP need for Cabling and Wiring 4/30/19 - Cancelling due to City's electrical contract with Decker, will use City's contract for small projects and bid larger projects.
57	Local Sensor Manufacturer for IoT Applications and Smart Cities	RFP for Local Sensor Manufacturer for IoT Applications and Smart Cities
58	City Hall Carpet replacement	City Hall Carpet replacement for all floors, up to 2 years. Requiring time from Service Desk after 5pm and before 8am. No idea ticket, unplanned
59	Airport Acquire LPR for terminal Parking lot	Plan is to extend a separate Genetec standalone system onto the Airport's parking network
60	Airport Jabara access gate & Controls	Improve the gate controls and access from a road adjacent to Webb Road that leads onto the airfield at Jabara Airport
61	POC Copper Theft WILL Pilot	WILL project for Copper Theft to help minimize damage costs to junction boxes
62	Harry Street Bridge - Fiber Relocation	Fiber relocation at Harry Street Bridge
63	Storsimple Appliance Migration	Microsoft is retiring a Data Center and must move 50TB of storage
64	Police Tracking	Reactivation of GPS Project
65	Watson Park Wifi/Scala Players	Wifi needed in the Visitors Center and for some staff in addition to Scala Players for Menu Screens in the Concession Stands
66	GIS Portal	

* **Completed**

* **Cancelled**

QUESTION 1: Why Change?

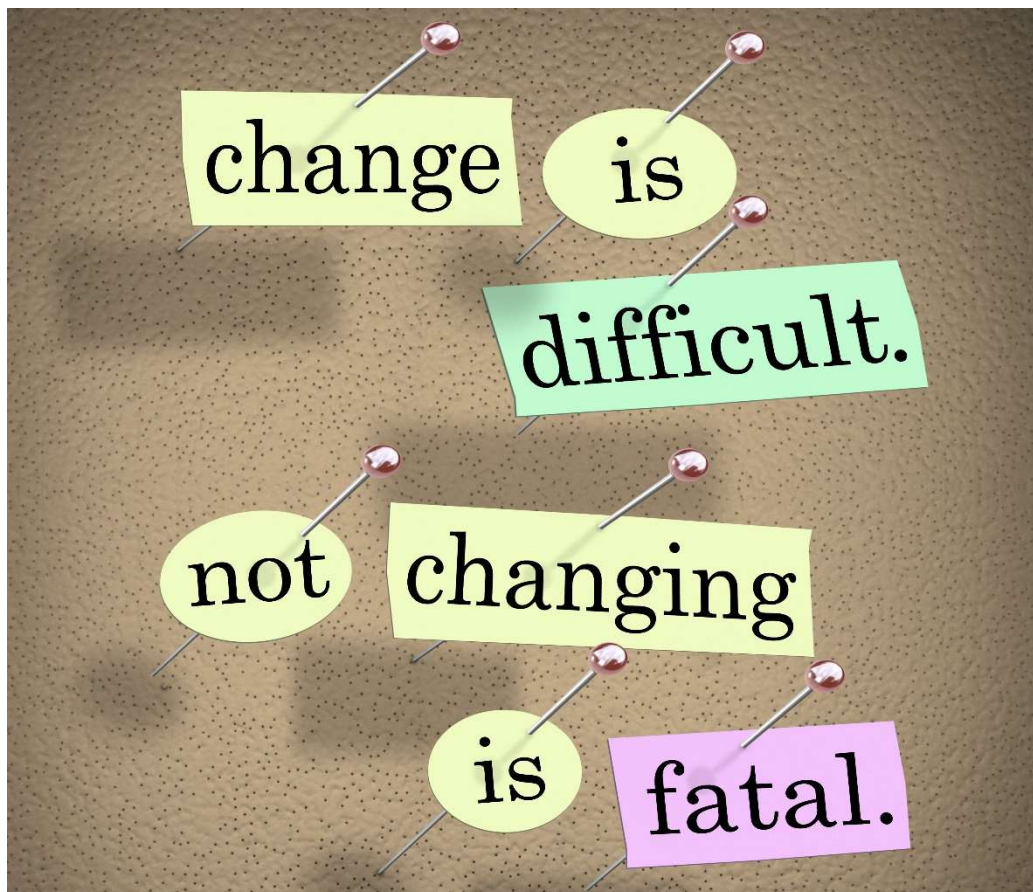
Regardless of the type of implementation, if it doesn't come with clear objectives, it will likely fail to improve a company's business performance. That's why any significant project should be grounded in a strong "Why?" – A strong business case. Identify the most important outcomes that your business stakeholders want to achieve as a consequence of the initiative/project. A clear "Why" becomes the "true north" for the implementation.

QUESTION 2: What Do We Need to Change?

Once you determine why your organization should move ahead with an implementation, you need to consider very carefully what exactly you need to change – specifically, the scope of the implementation.

QUESTION 3: How to Change?

The last major question you need to ask before moving ahead with a transformation initiative is "How to change?"



ACKNOWLEDGMENTS

The comprehensive Information Technology Strategic Plan is an organizational effort. The City Manager's Office, IT Advisory Board, department directors, Core Team, IT Staff, decision makers throughout the organization and staff have provided valuable input into the plan.